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OGC HAS REVIEWED.

AGENDA

FOR THE

CIA CAREER COUNCIL

20th Meeting, Thursday, 15 March 1956, at 4:00 p.m.  
DCI Conference Room, Administration Building

1. Minutes of the 19th Meeting; (attached) for approval.
2. Staff Study, "Incentive and Honor Awards", dated 7 March 1956; (attached) for approval.
3. New business.

*"Aids to Personnel Management" distributed  
at meeting.*

*approved*

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MINUTES

OF THE

CIA CAREER COUNCIL

19th Meeting, Thursday, 1 March 1956, 4:00 p.m.  
DCI Conference Room, Administration Building

Present: Lyman B. Kirkpatrick, IG, Acting Chairman  
Robert Amory, Jr., DD/I, Member  
25X1A9a [REDACTED] D/P, Alt. for DD/P, Member  
[REDACTED] D/OC, Member  
25X1A9a [REDACTED] A/DDI/AD, Alt. for DD/I  
25X1A9a [REDACTED] AD/TR, Alt. for DTR, Member  
[REDACTED] AD/Pers, Alt. for D/Pers, Member  
25X1A9a Lawrence K. White, DD/S, Member  
25X1A9a [REDACTED] Executive Secretary  
[REDACTED] Reporter

Guests

25X1A9a [REDACTED] C/PPCS/DDP  
25X1A9a Sheffield Edwards, Director of Security  
[REDACTED] Office of Personnel  
[REDACTED], Office of Personnel

1. The minutes of the 18th Meeting of the CIA Career Council were approved with the following correction: in place of "It was agreed that this was the final responsibility of the Director of Personnel along with his responsibility for job qualifications, but that he could only do it with the assistance of the Heads of Operating Components and of the Language Training Staff" read "It was agreed that this was the responsibility of the Heads of the Major Components and that the Director of Personnel with their cooperation would establish a central file of requirements for language competences."

2. With respect to paragraph 3 of the minutes of the 18th Meeting, concerning the status of Agency military reservists, Colonel White described the action that he had taken with the Department of Defense, the Heads of the Reserve Components of the Agency, and the Office of Personnel to resolve the problem of redeploying military reservists in the Agency in the event of mobilization.

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3. The Staff Study, "Selection for Defense Colleges" (item 3 on the Agenda) was discussed in detail. The Council approved the following procedure which will be followed, in the future, in selecting candidates for the six Defense Colleges and the Harvard School of Business Administration.

a. The Deputy Directors (Intelligence), (Plans), and (Support) each will nominate to the CIA Career Council, at least one year in advance, candidates for each College equivalent in number to two times the number of slots available.

b. The nominees will be drawn from those recommended by the several Career Services under the jurisdiction of the three Deputies. The Career Services will have reviewed all eligible persons for whom they are responsible and also will have considered the names of any persons who may have applied. Applications may be accepted by the Career Services but will not be accepted by the Defense Colleges Selection Panel.

c. The Defense Colleges Selection Panel will screen the nominations and recommend to the Council candidates and alternates for the current sessions of the Colleges and projections for future sessions where possible.

d. The Council will recommend to the Director candidates and alternates for the current sessions. The Director will make the final determination.

It was also agreed that the Career Services and the Heads of Major Components should have the responsibility of recommending whether an individual was a suitable candidate for more than one particular college. The Defense Colleges Selection Panel was directed to draft the implementing regulations and procedures.

4. The Staff Study "Individual Career Planning" (item 2 on the Agenda) was discussed. In summary it would appear that in the aggregate there was more individual career planning going on in the Agency than had at first appeared. It was also apparent that there was considerable divergence of opinion as to

a. whether career planning was the responsibility of the individual himself, his supervisor or his Career Service,

b. the extent to which career planning was desirable,

c. the consequences of unrealistic career planning which would make implementation difficult or impossible with attendant unfortunate impact on the morale of the individual,

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- d. the method by which career planning should be carried out,
- e. the extent to which standardized forms and procedures for career planning was desirable, and
- f. the priorities to be established for career planning for groups or categories of persons.


Several specific career plans were discussed as examples and the career planning activities in the Office of Communications were described in some detail. It was agreed that a basic misconception in the Agency seemed to have grown up to the effect that career planning was synonymous with rotation, and it was felt efforts should be intensified to correct some erroneous concepts such as this. It was generally agreed that the GS-11 - GS-12 level would probably be the one to which first priority should be attached. There was also discussion of the need for career planning for personnel at the GS-15 level since it had to be realized that the great majority of GS-15's would not have the opportunity of advancing into the supergrade area.

5. It was agreed that the Staff Study under consideration should be revised in view of the discussion which had taken place; that there be devised a proposed procedure together with forms that could be used in the career planning activity. The Council would then review the proposals prior to circulating them to the several Career Services. It was felt that this method would enable the Agency to arrive at a uniform philosophy with respect to Individual Career Planning.

6. It was agreed that the Career Council would at an early date examine the possibility of CIA participating in the new Senior Civil Service which was being established under the auspices of the Civil Service Commission.

7. The Inspector General referred to a memorandum to him prepared by a senior officer who had had long experience in the Agency concerning "Aids to Personnel Management." He requested that this be circulated for their information to all members of the Council.

8. The Council adjourned at 5:00 p.m.

  
Executive Secretary  
CIA Career Council

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Approved For Release 2001/03/04 : CIA-RDP80-01826R000700130011-3

7 MAR 1956

TO: Chairman, CIA Career Council

SUBJECT: Incentive and Honor Awards

REFERENCES: (a) Public Law No. 763, Title III, Government Employees Incentive Awards Act, effective 30 November 1954.

1. Civil Service Commission Interpretation (Transmittal Sheet No. 477)

25X1A (b) CIA Regulation No. [REDACTED] Incentive Awards Program

(c) CIA Regulation No. [REDACTED] Honor Awards

Recommendations for the approval of the CIA Career Council are contained in paragraph 6, page 9 and 10.

1. PROBLEM:

- a. What shall be the Agency policy in respect to cash awards for an accepted improvement suggestion in line of work and otherwise, sustained superior performance and a single instance of meritorious conduct?
- b. What is the proper administrative mechanism for dealing with these personal accomplishments?

2. ASSUMPTIONS:

- a. That the Agency deems it good personnel administration to consider for award or distinction (1) all acceptable employee improvement suggestions in the fields of economy, efficiency, working conditions, morale, safety, and security; and separately therefrom, (2) all instances of sustained superior and meritorious performance and single instances of exceptional meritorious act or service and valor.
- b. That the Agency desires to conform to over-all Federal legislation on this subject insofar as compatible with its intelligence mission.

SUBJECT: Incentive and Honor Awards

3. FACTS:

- a. Previous to 30 November 1954--and for a number of years prior thereto--incentive award programs existed within the Federal Government. There were various laws--with varied unequal, limited, and confused application. Cash awards were made for efficiency suggestions and in-grade step-increases were permissible. Under these laws also honor awards were authorized.
- b. For purposes of this survey, the only important legislation in this field is the new Incentive Awards Act, effective 30 November 1954, which has replaced the previously existing authorities. (Public Law No. 763, Title III.)

(1) The heart of this law lies in the following:

- (a) "Section 304. (a) The head of each department is authorized to pay cash awards to, and to incur necessary expenses for the honorary recognition of, civilian officers and employees of the Government who by their suggestions, inventions, superior accomplishments, or other personal efforts contribute to the efficiency, economy, or other improvement of Government operations or who perform special acts or services in the public interest in connection with or related to their official employment."
- (b) The President has the same authority in addition to (a) above.
- (c) The Civil Service Commission has exercised its authority to set regulations and instructions for the carrying out of this program.
- (d) A department or Agency head may pay an award up to and including \$5,000. To pay from \$5,001.00 up to and including \$25,000, a department must have the Commission's approval upon certification of the department that the employee's contribution is "highly exceptional and unusually outstanding."
- (e) Termination of the authority to make in-grade step-increases for incentive awards or meritorious performance.

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SUBJECT: Incentive and Honor Awards

- (f) A department or Agency head may incur expenses for the creation of non-monetary awards such as medals, etc.
- (2) Of particular importance is the following Civil Service interpretation of this legislation:
  - (a) Who is eligible: All civilian employees.
  - (b) Nature of contribution: Outside of or within job responsibilities.
  - (c) Modification:
    - 1. If within job responsibilities, the contribution must be so superior or meritorious in exceeding normal job requirements as to warrant special consideration.
    - 2. Even if the job requires the employee to produce superior results exceeding normal job requirements, the employee is still eligible if the performance is unique, or if the contribution can be used outside the immediate area of responsibility.
- (3) The CIA General Counsel has advised that the Agency "...can carry out practically any reasonable policy including restriction of awards not involving monetary savings to honorary awards, but this should be expressed as policy and the regulation itself not to be restrictive or rigid in its application." (See Appendix I)
- c. The Agency's implementation of the Incentive Awards Act is embodied in CIA Regulation No. [REDACTED] Incentive Awards Program.
  - (1) This Regulation, dated 21 April 1953, ante-dating the new law, authorizes the granting of the following types of award: cash up to \$1,000 for improvement suggestions, in-grade step-increases (up to three) for efficiency, in-grade step-increases (one only) for superior accomplishment and commendation to supplement cash or in place thereof in event of employee ineligibility.
  - (2) Agency Notice No. [REDACTED], dated 13 January 1955, authorizes the processing and conferring of incentive awards in accordance with the new Incentive Awards legislation.

SUBJECT: Incentive and Honor Awards

- (3) The Incentive Awards Program is administered via the mechanism of an Incentive Awards Committee and separately, an Incentive Awards Panel. The latter deals with all incentive award matters concerning the DD/P Area and is supervised by the Chairman of the Agency Incentive Awards Committee. The summary of actions taken under the Program since its inception is shown in Appendix II.

Members of these two bodies are appointed by the DCI as follows:

Incentive Awards Committee

Chairman, Chief, Management Staff  
One member representing the Office of Personnel  
" " " " Office of Communications  
" " " " Office of Training  
" " " " Office of Logistics  
" " " " DD/I  
" " " " DD/P

Incentive Awards Panel

Chairman, Chief of Administration, TSS  
Two members representing the DD/P

- d. The Agency's program in respect to Honor Awards formerly derived its authority from the various laws referred to in paragraph 3 a, but now comes within the purview of the new Incentive Awards Act. CIA Regulation [REDACTED] dated 13 April 1955, authorizes awards for acts requiring a high order of personal courage or for singularly important contributions to the national intelligence effort not involving the exercise of personal valor.

- (1) Agency awards consist of medallions known as:

Distinguished Intelligence Cross  
Distinguished Intelligence Medal  
Intelligence Star  
Intelligence Medal of Merit

- (2) In addition, the employee may be eligible for one of two National awards, the National Security Medal and the Medal of Freedom. Employees are also eligible, under this program,

SUBJECT: Incentive and Honor Awards

for awards from their cover organizations. Personnel detailed to CIA are eligible for awards from their parent organizations.

(a) Summary of the Awards made under the Honor Awards Program since its inception is shown in Appendix III.

(3) The Honor Awards Program is administered by the CIA Honor Awards Board. Members of the Board are appointed by the DCI as follows:

One	Member and alternate representing the DD/I
One	" " " " DD/P
One	" " " " DD/S
	Security Advisor " " <i>Office of Security</i>
	Personnel Advisor " " <i>Office of Personnel</i>

The DCI appoints the Chairman from among the three members.

e. Industrial and business policy under typical suggestion systems, as evidenced from the companies listed below, is almost uniformly as follows:

- (1) No superior performance award at all.
- (2) The senior executive is not eligible for an award for any improvement suggestion.
- (3) The supervisor at whatever echelon is eligible for an improvement award if the improvement suggested is outside of his immediate line of work.
- (4) One exception to the above is from a very large retailer who, via a special fund, pays substantial money on occasion for a significant and broad contribution in the field of a man's own work. However, the retailer is traditionally and particularly dependent on new ideas all of the time in order to keep his head above water. This comes about from the nature of the business, as well as because of a commonly low profit level.

SUBJECT: Incentive and Honor Awards

- (5) The only other exception in this list is American Telephone & Telegraph Company, which makes one of three possible Honor Award medals for heroic service and for noteworthy public service with accompanying cash. As of August 1955, (in 35 years) the awards have been:

15 gold medals with \$1,000 each  
139 silver medals with \$500 each  
1402 bronze medals with \$100 each (the local co's may award bronze)

- (6) Companies surveyed are as follows:

American Cyanamid Company  
American Telephone & Telegraph Company  
Ford Motor Company  
General Mills, Inc.  
General Motors Corporation  
Illinois Central Railroad

John Hancock Life Insurance Company  
Macy's New York  
National Biscuit Company  
Remington Rand, Inc.  
Westinghouse Electric Corporation

4. DISCUSSION:

- a. Any substantial contribution could possibly call for one or more of the forms of award for which provision is made in the two referenced Agency regulations. The term used in R [REDACTED] a "singularly important contribution to the national intelligence effort..." is broad enough to fall under the jurisdiction of either the Incentive Awards Committee, the Incentive Awards Panel or the Honor Awards Board - or all of them. To that end the day-to-day administration is now collaborative. However, the first two named groups have the cash but no medal and the Honor Awards Board has the medal but no cash. It is to be noted that the Honor Awards Program is designed to recognize outstanding contributions to any mission or activity conducted by CIA. Promotion, as an award is of course outside of the jurisdiction of either the Incentive Awards Committee or the Honor Awards Board. In-grade step-increases under these programs are no longer permissible.

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- (1) It is further to be noted that the Agency unit primarily responsible for surveys as to efficiency is given a most significant morale responsibility.

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SUBJECT: Incentive and Honor Awards

- (a) Recent transfer of the Chairmanship of the Incentive Awards Committee from the Director of Personnel to the Chief, Management Staff was predicated on the volume nature of the items arising under the Program, i.e., almost entirely improvement suggestions. Reconsideration is now properly in order.
- b. A contribution of any outside-of-the-employee's particular job responsibilities is clearly something different from within-his-job responsibilities. In the latter case, particularly the farther up the scale of salary compensation one goes, the more significant is the question of cash award. When considering within-job responsibilities, appropriateness of the different kinds of award - or no award - can well be a morale question depending on a number of factors. Importantly these factors are: nature of the contribution, grade of the individual, his age, his position, his job responsibilities, degree of supervision accorded, length of service in the Agency, his immediate career staff status and his fitness reports.
- c. The Civil Service Commission's interpretation of the federal law makes the DCI eligible for a cash-award! This leeway suggests that this Agency can construct its own policy.
- d. Of the four Honor Awards within our own control, only one is within reach of the great body of Agency employees in the field of meritorious service or act. This is the Intelligence Medal of Merit, the fourth one listed below.
  - (1) Distinguished Intelligence Cross - for heroism.
  - (2) Distinguished Intelligence Medal - for outstanding services of distinctively exceptional nature as to constitute a "major contribution" to the missions of CIA.
  - (3) Intelligence Star - for heroism.
  - (4) Intelligence Medal of Merit - "... for meritorious service or act . . . above normal duties requiring initiative and extra effort which have contributed to the accomplishment of the missions of CIA."

SUBJECT: Incentive and Honor Awards

It is suggested that there is room additionally for a lower level award in the field of meritorious service to permit recognition of superior performance that is not sufficiently significant to qualify for the Intelligence Medal of Merit. Thereby it would be possible to reach a larger number of employees.

- e. Viewing the whole body of employees it can generally be held that at the GS-11 level there begins the true executive group and the senior executive potential or resource. Correspondingly, below this level, and increasingly downward, there exists the great body of individuals whose advancement to executive level may be long delayed or never achieved. Here even a modest form of award - a merit certificate - and especially cash - is of greater significance and of a different appropriateness value.
- f. Inherently contained in meritorious award recognition of a senior grade employee (increasingly from GS-11) is the award to a supervisor who reflects the performance of the people who support him.
- g. One-time cash awards may well be entirely appropriate in the field of improvement suggestions dealing with efficiency, conditions of work and security, etc., and quite the opposite for meritorious conduct. With an improvement suggestion, most frequently, one can obtain an actual dollar saving; even when the benefit is intangible, a saving can often be seen.
- h. Depending on the nature and value of the contribution, a promotion, a commendation or a medal might be applied to any situation with the medal reserved for the most significant.
  - (1) A cash award for sustained superior or meritorious performance or for a single meritorious act or service, especially in the higher grades, waters down the attitude which is so important to promote in the Agency; namely, sense of mission, job-pride and dedication. To a degree, such pricing also vitiates "job-pride" and that kind of performance which comes only from the internal personal satisfaction of doing well and better than the other fellow.

This point is perhaps sharply made within the questions: "What are we being paid for in base salary?" "Is the intangible factor of mission, loyalty, devotion, and integrity properly compensable outside of position with its accompanying emoluments?"

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(2) Of interest is a 7-man "gallup poll" on cash versus U. S. medals. (See appendix IV).

5. CONCLUSIONS:

- a. That feature of the present Incentive Awards Program involving sustained meritorious performance or a single meritorious act on the one hand, and the Honor Awards Program on the other are all within the same basic context. They should be dealt with together in policy and in administration.
- b. In the field of meritorious performance a cash award within the upper grades is inappropriate in this Agency.
- c. In the field of improvement suggestions, a cash award within the upper grades is equally inappropriate but because of the sharp psychological differences in these two kinds of contribution greater flexibility may be used in case of improvement suggestions.
- d. The Agency needs another award to recognize frequently occurring superior performance.
- e. The commendation letter presently used in connection with suggestion awards should be continued as appropriate.

6. RECOMMENDATIONS:

It is recommended:

- a. That, in accordance with Public Law No. 763, the Agency create an Incentive Awards Program composed of
  - (1) An honor awards element, dealing with meritorious performance and valor; and
  - (2) A suggestion awards element, dealing with improvement suggestions, i.e., efficiency, morale, safety, security, etc.
- b. That Regulations Nos. [REDACTED] be combined into one regulation embodying the above concept.
- c. That there be created a fifth award, for meritorious performance, to consist of a Certificate of Merit accompanied by a flat unvarying emolument of \$100.00.

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SUBJECT: Incentive and Honor Awards

- d. That the administration of the two elements of the Program be continued as at present by an Honor Awards Board and a Suggestion Awards Committee.
- e. That the Honor Awards Board be informally directed that no cash award shall be made to any employee in grades GS-11 and above for sustained superior meritorious performance or for a single meritorious act or service and that the Certificate of Merit be awarded only to employees in grades GS-10 and below.
- f. That the Suggestion Awards Committee be informally directed that no cash awards shall be given for improvement suggestions to employees in grades GS-15 and above, except upon approval by the DCI on a most exceptional basis.
- g. That no member of the Suggestion Awards Staff, the Records Management Staff, or the Organization and Methods Staff shall be eligible for an award for an improvement suggestion.

The

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*Chairman Incentive Award Committee*



*Chairman, Honor Awards Board*



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*Concurrence:  
The CIA Career Council reviewed  
this Staff Study and concurs in  
the recommendations.*

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*Acting Chairman, CIA Personnel for Planning and Development*  
*Approval:*  
*The recommendations in paragraph 6 are approved.*

*Director of Central Intelligence*

*Date*

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Approved For Release 2001/03/04 : CIA-RDP80-01826R000700130011-3

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APPENDIX I

21 February 1956

MEMORANDUM FOR: Chief, Management Staff

SUBJECT: Incentive Awards

I trust the attached will give you the guidance you want. In other words, I believe you can carry out practically any reasonable policy including restriction of awards not involving monetary savings to honorary awards, but this should be expressed as policy and the regulation itself not be too restrictive or rigid in its application.

/s/  
LAWRENCE R. HOUSTON  
General Counsel

Attachment

21 February 1956

MEMORANDUM FOR: Mr. Houston

SUBJECT: Incentive Awards

1. I talked to Mr. John Ross, Deputy Chief, Incentive Awards Division, Civil Service Commission (Code 141, Extension 5821) about the propriety of restricting the payment of monetary awards by internal regulation.

2. Mr. Ross said that the law and Civil Service regulations do not restrict incentive awards, either monetary or honorary, to any particular class or grade of employee. There is, however, no legal reason that the Agency cannot by internal regulation restrict the eligibility of employees for awards to certain grades of employees. The Commission would prefer that the agencies would not establish rigid regulations precluding any particular grade or grades of employees from receiving awards. He stated that the Air Force and Department of Agriculture have given some consideration to excluding supergrade employees from the program by regulation. He believes, however, that they have decided to handle the problem on a case by case basis rather than by restrictive regulations.

3. In summary Mr. Ross said that the Commission would prefer to have the agencies leave their programs as flexible as possible and that it does not advocate restrictions by grade. If an agency feels that some restriction is desirable, the Commission would prefer that it be in the framework of a guiding policy rather than an absolute regulatory restriction.

  
Office of General Counsel

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APPENDIX I

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II

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		AWARDS FOR PERFORMANCE			
		Distribution by Type			
Fiscal Year	Total 2/	Special Act or Service	Sustained High Work Performance	Method or Device Resulting in Economy	Efficiency
1950 through 1952	34	20	6	8	
1953	2	1		1	
1954	15	6	7	1	1
1955					
1 Jul.'54 - 30 Nov.'54 1/	13	9	2		2
TOTAL	64				
1 Dec.'54 - 30 Jun.'55	4	1 - \$1,500.00	2 - \$ 550.00	1 - \$ 400.00	
1956					
1 Jul.'55 - 31 Dec.'55	4	1 - \$ 400.00	2 - \$1,500.00	1 - \$1,500.00 (\$750 each to two persons)	
TOTALS	72 3/	38 - \$1,900.00	19 - \$2,050.00	12 - \$1,900.00	3

		AWARDS FOR SUGGESTIONS			Amount of Lump-sum Cash Award
Fiscal Year	Number of Suggestions Submitted	Number Approved	Estimated Dollar Savings 4/		
1949 through 1952	89	16	\$ 12,500.00		\$ 408.00
1953	299	14	\$ 40,000.00		\$ 985.00
1954	762	46	\$ 78,500.00		\$2,050.00
1955					
1 Jul.'54 - 30 Nov.'54 1/	331	36	\$ 6,200.00		\$ 375.00
1 Dec.'54 - 30 Jun.'55	532	25	\$ 71,781.00		\$2,705.00
1956					
1 Jul.'55 - 31 Dec.'55	297	37	\$ 16,667.50		\$1,195.00
TOTALS	2,310	174	\$225,648.50		\$7,718.00

Distribution of suggestions received and awards granted by principal area for Fiscal Year 1955 is:

	Pc/ 3.7%	DD/I	DD/P	DD/S
Number Received	3.7%	31.5%	30.3%	34.5%
Number Awards	---	36.1%	36.1%	27.8%

- 1/ 30 November 1954 is the effective date of the Government Employees' Incentive Awards Act (Public Law 763, Title III)
- 2/ Prior to 30 November 1954, 64 meritorious step-increases were granted. It is not practical to indicate the dollar amounts involved. After 1 December 1954, 8 lump-sum awards were granted in the amounts shown. GS-11, 11;
- 3/ Distribution of these 72 awards by grades is as follows: GS-4, 3; GS-5, 6; GS-6, 3; GS-7, 2; GS-8, 1; GS-9, 11; GS-12, 5; GS-13, 11; GS-14, 8; GS-15, 7; SP-5, 1; CPC-5, 1. (The GS grades of two persons are unavailable.)
- 4/ Estimated in accordance with Civil Service Commission standards.

See note attached.

TRANSMITTAL SLIP		9 March 1956
TO: [REDACTED]		
ROOM NO.	BUILDING	
REMARKS		
<p>While assembling the Agenda packet for the next Career Council Meeting I noticed what I thought was a discrepancy in the last tabulation, just above the footnotes.</p> <p>I asked [REDACTED] if the totals of the percentages following the "Number Received" shouldn't total to 100 o/o. Paul called back today to report that the info I have added in ink to attached Appendix II had been erroneously omitted.</p> <p>Do you want this omission called to the attention of all recipients of the Agenda prior to the Meeting, or will you handle it at the Meeting???</p>		
FROM: 1:30pm. [REDACTED] had intentionally [REDACTED] called to say Mr. [REDACTED] omitted the building but wants [REDACTED]		
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III

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## STATISTICAL SUMMARY OF HONOR AWARDS

18 September 1947 to 31 December 1955

[Note: On 20 February 1953, the Honor Awards Program was established on an organized and rational basis. Prior to that date, awards and decorations were granted on a more or less hit or miss basis.]

## SECTION A

38 Awards granted prior to 20 February 1953

## I NATIONAL AWARDS

Medal of Freedom. . . . . 1

## II AWARDS OF THE ARMED FORCES

Department of the Army

Silver Star . . . . . 2  
 Soldiers Medal. . . . . 1  
 Bronze Star Medal . . . . . 4  
 Commendation Ribbon with Metal Pendant. . . . . 5

Department of the Navy

Navy Cross. . . . . 1

Department of the Air Force

Distinguished Flying Cross. . . . . 1  
 Air Medal . . . . . 13  
 Commendation Ribbon with Metal Pendant. . . . . 3

## III CIVILIAN AWARDS OF THE DEPARTMENT OF DEFENSE

Exceptional Civilian Service Award (Air Force). . . 1  
 Emblem for Meritorious Service (Army) . . . . . 1  
 Certificate of Merit (Army) . . . . . 1  
 Certificate of Appreciation (Army). . . . . 1

## IV AWARDS OF THE DEPARTMENT OF STATE

Superior Service Award. . . . . 1  
 Commendable Service Award . . . . . 2

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APPENDIX III  
(continued)

## SECTION B

31 Awards granted subsequent to 20 February 1953

### I NATIONAL AWARDS

National Security Medal . . . . .	3
Medal of Freedom . . . . .	2

### II AWARDS OF THE CENTRAL INTELLIGENCE AGENCY

Distinguished Intelligence Cross . . . . .	0
Distinguished Intelligence Medal . . . . .	4
Intelligence Star . . . . .	2
Intelligence Medal of Merit . . . . .	3

### III AWARDS OF THE ARMED FORCES

#### Department of the Army

Legion of Merit . . . . .	4
Soldiers Medal . . . . .	1
Bronze Star Medal . . . . .	4
Commendation Ribbon with Metal Pendant . . . . .	3

#### Department of the Air Force

Legion of Merit . . . . .	1
Distinguished Flying Cross . . . . .	1
Air Medal . . . . .	2
Commendation Ribbon with Metal Pendant . . . . .	1

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APPENDIX III  
(continued)

SECTION C

11 Awards of Foreign Governments  
Granted between 18 September 1947 and 31 December 1955

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. . . . . 1

. . . . . 1

. . . . . 1

. . . . . 1

. . . . . 2

. . . . . 2

. . . . . 3

SECTION D

16 Awards of the Central Intelligence Agency at present being processed

1. Distinguished Intelligence Medal. . . . . 5
2. Intelligence Star . . . . . 1
3. Intelligence Medal of Merit . . . . . 10

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IV

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Appendix IV

17 February 1956

25X1A9a

MEMORANDUM FOR: Mr. [REDACTED]  
Mr. [REDACTED]  
SUBJECT : Cash vs Medals

Pursuant to our discussion of 13 February 1956 a canvass was taken on 15 February, to determine the attitudes on this subject that would be expressed by former members of the Armed Forces who have been awarded one or the other of the highest U. S. decorations; the Medal of Honor, the Distinguished Service Cross or its equivalent the Navy Cross.

The following question was put to seven members of the Army and Navy Legion of Valor who are identified after the answer.

"The time is 1919 or 1945, as the case may be. You have been told that you have been awarded the DSC or Navy Cross. At that time, if you were given your choice would you have preferred to receive \$1000 in cash or would you have chosen the decoration?"

Answers were received as follows:

Individual	Service	Period	Cash	Decoration
Enlisted man	Army	WW I	Yes	
" "	Army	WW I		Yes
" "	Army	WW I		Yes
Officer	Army	WW I		Yes
Officer	Army	WW II		Yes
Officer	Army	WW II		Yes
Enlisted man	Navy	WW I & II		Yes

Two Army enlisted men did not know of the existence of the DSC before it was presented to them. The fact that General Pershing decorated one man set the incident above price; the other admitted that from ignorance he would probably have taken the cash, if it were offered. A World War II combat disabled West Pointer thought the question silly, saying in effect (expletives expurgated) "Does someone think that extra performance can be bought?"

Following the spirited debate on this question, the following was asked:

"The time is now 1956 and as you know you are one of the relatively small number of surviving holders of the DSC or Navy Cross. If the whole thing could be done over, would you now prefer to have had \$1000 and no decoration, or would you, based on your experience during the intervening years choose the decoration instead of the cash?"

Appendix IV

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The reaction was unanimous; in retrospect none of the seven would prefer cash to his decoration. The reasons advanced were mainly based on the prestige factor of the decoration, the exclusiveness to some degree that each believes the decoration confers on him and to phrase it differently the satisfaction enjoyed by reason of having been deemed worthy of the decoration.

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Chairman, CIA Honor Awards Board

Appendix IV

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14 March 1956

MEMORANDUM FOR: Members of the CIA Career Council

SUBJECT: Staff Study, "Incentive and Honor Awards"

The Task Force on Incentive Awards wishes to amend the recommendations in its Staff Study, "Incentive and Honor Awards," dated 7 March 1956, as follows:

It is recommended:

- a. That, in accordance with Public Law No. 763, the Agency create an Incentive Awards Program under the general jurisdiction of the Deputy Director (Support) composed of
  - (1) An honor awards element under the supervision of the Director of Personnel dealing with meritorious performance and valor; and
  - (2) A suggestion awards element under the supervision of the Chief, Management Staff dealing with improvement suggestions, i.e., efficiency, morale, safety, security, etc.

The amendments to the original recommendations are underlined.

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Executive Secretary  
CIA Career Council

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CONFIDENTIAL

14 March 1956

MEMORANDUM FOR: Members of the CIA Career Council

SUBJECT: Staff Study, "Incentive and Honor Awards"

(para 6)  
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The amendments to the original recommendations are underlined.

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Executive Secretary  
CIA Career Council

Amendment, 14 Mar. 1956

CONFIDENTIAL

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See revised version of "6. Recommendations," attached.